

Fiona McWilliams.  
With very best wishes  
some details for you 'interest.  
short piece of music for the  
occasion - and I've enclosed

30. VI. 17

Dear Sir Michael and Lady Dorothy  
We are very much looking forward  
to welcoming you and your family to the  
Gala Reception at Hulse Hall on  
13 July! The Hall is going to look  
splendid and as a preview, please  
find enclosed some copies of tomorrow's  
Financial Times Magazine in which  
Hulse Hall is the cover feature.  
I also thought you might like to  
know that we have commissioned a

Thank You Letter after 3<sup>rd</sup> Instalment of HH pledge: 3 May 2017



3 May 2017

Sir Michael & Lady Hintze  
[Redacted]

*Dear Michael & Dorothy,*

On behalf of everyone at the Natural History Museum, I would like to thank you for the most recent £1,000,000 instalment of your very generous gift of £5,000,000 to the Museum.

There has been significant progress at the Museum over the last twelve months, not least with the renovation of Hintze Hall. I understand that you had a chance to see the remarkable blue whale during conservation – by the end of this week the final phase of the whale's journey will be complete and it will be hung in its new diving position at the heart of the Museum.

I would be delighted to arrange a hard hat tour for you and your family to see the Blue Whale in its new home. Many of the new Wonder Bay displays will also be in place by mid-May so a visit would provide a private opportunity to see the Hall before launch. Do let myself or [Redacted] in the Development team know if this would be of interest – we would be very happy to arrange it.

I very much look forward to celebrating the re-opening of Hintze Hall with you in July and showing you both the lasting difference that your gift has made.

*Yours ever*  
*Michael Dixon*

Sir Michael Dixon  
Director

cc: [Redacted]

Our Patron: HRH The Duchess of Cambridge

The Natural History Museum, Cromwell Road, London SW7 5BD, United Kingdom  
+44 (0)20 7547 5000 [www.nhm.ac.uk](http://www.nhm.ac.uk)

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**Email: Event, 9<sup>th</sup> January, 2017**

Following a conversation with Fiona McWilliams an email was sent to Michael Hintze's PA to inform her of the date of reopening HH.

Dear [REDACTED],

Thank you so much for your email. I can confirm that the 13<sup>th</sup> July is firmly in Sir Michael and Lady Hintze's diaries.

All best wishes,

[REDACTED]

**From:** [REDACTED]  
**Sent:** 09 January 2017 10:34  
**To:** [REDACTED]  
**Subject:** NHM Hintze Hall Reopening

Dear [REDACTED]

I hope you are well and had an enjoyable Christmas and New Year.

Hintze Hall closed to the public last Thursday as we prepare to remove Dippy and install the blue whale here at the Museum. We now have a firm reopening date (that is not yet public) but I wanted to ensure that it was in Michael and Dorothy's diary. We will mark the reopening on Hintze Hall on Thursday 13 July 2017.

I will be in touch in the coming weeks with further details on how we will mark this occasion but I wanted to flag it with you now as we would hope that Michael and family are able to join us.

Very best wishes

[REDACTED]

**Email: Stewardship, 6<sup>th</sup> January, 2017**

Dear Fiona,

Thank you very much for your update. I am sure that Dorothy would be happy to organise something for herself and the children, and myself if I am in town.

It is certainly a very exciting project.

Kindest regards,

M

**Email: Stewardship, 22<sup>th</sup> December, 2016**

**From:** Fiona McWilliams  
**Sent:** 21 December 2016 21:42  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** NHM - update on Hintze Hall

Dear Sir Michael

I hope this email finds you well. I was sorry not to be here during your visit to the Museum a few weeks ago but I am glad to hear from [REDACTED] and [REDACTED] that you and your family enjoyed the tour of the blue whale conservation studio.

I am writing with a brief update on Hintze Hall as we are about to move into a particularly busy period of the project. The ground floor of Hintze Hall will close on 4 January with a corridor maintained so that visitors can move across the Museum. We plan to screen off the Hall in order to build anticipation ahead of the launch and we have a management and communications plan in place to mitigate the impact of the closure on visitors. Over the next seven months all ten Wonder Bays will be installed and in April the Blue Whale will be delivered in preparation for its suspension from the ceiling. As you know we plan to re-open the Hall in mid-July. The proposed launch date of 13 July is in your diary and lodged with Kensington Palace for the Duchess of Cambridge - we are planning a major event.

Leading up to and beyond the formal launch of Hintze Hall, we would be pleased to offer you the opportunity for hard-hat visits, and to mark the re-opening in a personal way with family and friends. I will share some ideas with [REDACTED] for discussion in the New Year but please do let me know if you have any thoughts or ideas you would like us to research.

In the meantime, my very best wishes for the festive season and for the New Year.  
Fiona

Fiona McWilliams  
Director of Development and Communications  
Natural History Museum  
Cromwell Road  
London SW7 5BD

[REDACTED]  
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**Email: Stewardship, 14<sup>th</sup> December, 2016**

[REDACTED]

FYI and for action.

Thanks, [REDACTED]

**From:** Fiona McWilliams  
**Sent:** 14 December 2016 16:35  
**To:** [REDACTED]; [REDACTED]  
**Cc:** [REDACTED]

**Subject:** FW: Hintze Hall hoarding and acknowledgement

Dear both FYI and RE

I know the hoardings are already at the designers. If there is a problem we'll deal with it, but I am assuming not.

Fiona

**From:** Fiona McWilliams

**Sent:** 14 December 2016 16:33

**To:** [REDACTED]

**Cc:** [REDACTED]

**Subject:** RE: Hintze Hall hoarding and acknowledgement

Dear [REDACTED]

I am hoping that the below is all ok with you and for Michael? - would you please let me know if you have any concerns asap please as the hoardings are just about to go to the designers.

I'll be writing to Michael shortly just to let him know what is going on with Hintze Hall and if it's ok with you would like to say that I'm discussing with you opportunities for him and his family around the launch event and afterwards. If there's any chance we can meet up before Christmas that would be super - I'm here until 22 Dec. Otherwise do let's have an early new year coffee!

All best wishes

Fiona

**Email: Stewardship, 5<sup>th</sup> December, 2016**

**From:** Fiona McWilliams

**Sent:** 02 December 2016 19:39

**To:** [REDACTED]

**Cc:** [REDACTED]; [REDACTED]

**Subject:** Hintze Hall hoarding and acknowledgement

Dear [REDACTED]

I hope this email finds you well. I just wanted to check the following with you.

We are currently finalising the designs for the hoarding to be used across the front Entrance of the Museum during the closure of Hintze Hall from January to July. As part of the design we would like to thank the project's most significant donors, including, of course, the Hintze Family Charitable Foundation. I have attached the design sketch for the hoarding and I have copied below the section that references the Foundation. Please would you let me know if the way in which the Foundation is referenced is acceptable, or if you would like to see any amendments? Would it be possible to get back to me early next week please?

As discussed briefly, there's a few other things regarding Michael and his family and Hintze Hall opening etc it would be great to discuss with you and get a steer as to what he would like and what's possible. I hope we can get a date in the diary soon - do please let me have some dates

when you're available. I'd be happy of course to welcome you to the NHM or to meet you at your office or elsewhere convenient.

All best wishes

Fiona

**Mailing: Stewardship Activity, 1<sup>st</sup> December, 2016**

Christmas Card 2016 sent

**Mailing: Stewardship Activity, 22nd November, 2016**

Annual Review 2015/16 Sent

**Email: Fundraising Meeting, 15<sup>th</sup> November, 2016**

Dear [REDACTED],

Thank you so much for taking the time to show [REDACTED], and myself the whale on Monday night. It was a fascinating and engaging tour, and we enjoyed ourselves enormously.

I look forward to receiving your updates on progress in the Hall. Please do liaise with [REDACTED] on dates.

Kindest regards,

M

-----Original Message-----

From: [REDACTED]

Sent: 15 November 2016 12:49

To: Hintze, Michael

Subject: NHM

Dear Michael

It was lovely to welcome you all to the Museum last night. I do hope you enjoyed the tour of the whale. Although having done the tour a number of times now I still learn something new every time.

This morning you might have seen our announcement for the locations of Dippy on tour. It is such an exciting project for us and really is a key component of the redevelopment of Hintze Hall. We will keep you updated with all the progress in the Hall for the coming months and I will let your office know the relevant dates for the reopening event. It is promising to be a very special event for us next year.

If you are wanting to come into the Museum for a tour at any time please do let me know. I would be delighted to show you other parts of the Museum especially the things behind the scenes!

I look forward to seeing you all again soon

[REDACTED]

**Email: Stewardship Activity, 20<sup>th</sup> October, 2016**

**From:** Fiona McWilliams  
**Sent:** 20 October 2016 21:01  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Meeting up

Dear [REDACTED]

Many thanks for calling this morning. Just to confirm, the proposed dates for the Hintze Hall grand opening launch are 12 or 13 July - I'd be most grateful if you'd let Michael's EA know for his forward diary. And of course we are keeping our fingers crossed that he is not already committed on those dates - unfortunately we have very little choice between when the project will be complete and when we need Hintze Hall to be open for the summer holidays.

As mentioned, there is lots more I'd appreciate your thoughts on as regards Michael and Hintze Hall, and the NHM Director's Circle - as I am on leave from now I have asked my colleague [REDACTED] to get in touch and to find a time with you when I can come to your offices for a longer discussion in early Nov. [REDACTED] spoke to [REDACTED] yesterday and I believe they are working on a date when Michael and his family can come in to see the whale.

In the meantime, can I ask how old your own children are please? We've a brilliant goodbye and goodluck Dippy event coming up for children aged 4-10 (and their parents) and would love to invite you so do please let me know!

All best wishes  
Fiona

**From:** [REDACTED]  
**Sent:** 19 October 2016 22:48  
**To:** Fiona McWilliams  
**Cc:** [REDACTED]  
**Subject:** RE: Meeting up

I'm so sorry Fiona: I'm in Scotland. May I call?

On 19 Oct 2016 5:57 pm, "Fiona McWilliams" <[REDACTED]>  
[REDACTED] wrote:

Dear [REDACTED]

Yes please - that would be super. Would you mind coming to the Museum for a coffee please?  
Exhibition Road entrance at 9:15?

All best wishes  
Fiona

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** 19 October 2016 16:47  
**To:** Fiona McWilliams  
**Cc:** [REDACTED]

**Subject:** Re: Meeting up

Dear Fiona,  
Tomorrow at 9.15?

On 14 Oct 2016 7:04 pm, "Fiona McWilliams" <[REDACTED]> wrote:

Dear [REDACTED]

I'm so sorry I missed your call yesterday! I should love to meet up next week if at all possible please. Here as promised are some potential times. I've got a number of big unmovable meetings next week so I'm sorry there are not more options - but if none of these times are good for you for a meeting, perhaps a phone call will be easier? Do please let me know.

Mon 17<sup>th</sup> any time between 5.30-8.00pm

Tues 18<sup>th</sup> any time between 4.00-6.00pm

Thurs 20<sup>th</sup> 8.30am to 9.30 or anytime between 4.30pm to 8.00pm

I hope one of them works!

All best wishes

Fiona

Fiona McWilliams  
Director of Development and Communications  
Natural History Museum  
Cromwell Road  
London SW7 5BD

[REDACTED]  
[www.nhm.ac.uk](http://www.nhm.ac.uk) <<http://www.nhm.ac.uk/>>

**Notes: Fundraising Meeting, 14<sup>th</sup> October, 2016**

The Hintze Family ([REDACTED]) are coming in for a tour of the whale on Monday 14 November 2016 at 6.30pm.

The tour was with [REDACTED].

**Email: Stewardship Activity, 13<sup>th</sup> October, 2016**

**From:** Fiona McWilliams [REDACTED]  
**Date:** 13 October 2016 at 13:39:08 BST

**To:** [REDACTED]

Cc: [REDACTED]

**Subject: Michael Hintze and Hintze Hall**

Dear [REDACTED]

I hope this finds you well. I think you now know we've another colleague in common in [REDACTED]! We are lucky enough to have [REDACTED] in our team heading up our revived Patrons programme and Michael has accepted her invitation to come in to the Museum before long to see the amazing whale during its conservation prior to her installation centre stage in the newly designed Hintze Hall.

It's the plans around the launch events for Hintze Hall that I should very much like to talk to you about sooner rather than later please as we obviously want to share some ideas with Michael and find out how he would like to celebrate the grand opening of the Museum's great hall that he and his family have so kindly supported. We have already had to start conversations with Kensington Palace and I'm anxious not to go much further without discussing and understanding Michael's wishes. Would you let me know please when would be a good time for us to talk or preferably meet for coffee - or an early evening glass of wine, if easier from a diary pov?

Many thanks and all good wishes

Fiona

**Email: Stewardship Activity, 12<sup>th</sup> October, 2016**

Dear [REDACTED],

Thank you very much for your email.

I am very keen to come in for a tour with [REDACTED], and our youngest son [REDACTED]. I've copied in my assistant, [REDACTED], to co-ordinate.

Kindest regards,

M

**Email: Stewardship Activity, 11<sup>th</sup> October, 2016**

Dear [REDACTED]

I am writing to invite Sir Michael Hintze and his guest/s to the special launch of the Museum's Ice Rink on **Wednesday 26 October, 18.00 - 22.00**. The ice rink is sponsored by Swarovski and managed by IMG.

This exclusive opening night party will allow you to enjoy skating, drinks and canapés under the glittering Swarovski Christmas tree. Children who would like to skate will be very welcome to attend with you and there is no minimum age, however children aged 12 and under must be accompanied by an adult.

If Sir Michael would like to attend please RSVP by 14 October.

Best wishes

[REDACTED]

**Email Chain: Stewardship Activity, 6<sup>th</sup> October, 2016**

Dear Michael

[REDACTED]

As I mentioned I am now at the Natural History Museum looking after the Patrons programme. It is such an interesting place to work with so many talented scientists and researchers including the award winning team who have been conserving the whale. As I said on Tuesday it will continue to be worked on in the Museum until December and is definitely worth coming in to see. Do let me know if you want to bring the family in to see this and I'll arrange a private tour.

I know that Fiona McWilliams has been in contact with [REDACTED] about the transformation of Hintze Hall and the special events we are planning around its reopening. I know these will be very special moments for the Museum and I'm sure you will really enjoy them.

Do let me know if you want to come in for a tour at any time and I really look forward to seeing you very soon

Very warm wishes

**Email Chain: Stewardship Activity, 4<sup>th</sup> October, 2016**

**From:** [REDACTED]  
**Sent:** 04 October 2016 09:45  
**To:** Fiona McWilliams  
**Cc:** [REDACTED]  
**Subject:** Re: Michael Hintze and Hintze Hall launch

Delighted Fiona.

On 4 October 2016 at 09:01, Fiona McWilliams [REDACTED] wrote:

Dear [REDACTED]

I completely agree re [REDACTED]! What a small world indeed! I would love to catch up in person if possible please - lots to discuss! Today I am just off to see David Attenborough, so will call later to arrange a time to meet if that's ok.

All best wishes

Fiona

**From:** [REDACTED] [mailto:[REDACTED]]  
**Sent:** 03 October 2016 20:32  
**To:** Fiona McWilliams  
**Cc:** [REDACTED]

**Subject:** Re: Michael Hintze and Hintze Hall launch

Dear Fiona,

How nice to hear from you and what a co-incidence: lovely [REDACTED] is a tour de force and a genuinely wonderful friend! What a small world! It would be a pleasure to catch up: I am free for a call any time tomorrow or we can arrange a catch up in person if you'd prefer.

My very best wishes,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

On 3 October 2016 at 20:23, Fiona McWilliams <[REDACTED]>

[REDACTED] wrote:

Dear [REDACTED]

I hope this finds you well. [REDACTED]

I wonder if you and I might catch up soonish please? A coffee at the NHM, or in town to suit you would be ideal but if you're pushed for time then a call will of course be fine. The reason for the urgency is that we are swiftly approaching the grand unveiling of the transformed Hintze Hall and early discussions are taking place with Kensington Palace. I'd welcome the opportunity to discuss ideas around how Sir Michael might wish to mark the occasion and also to share our ambitious plans for the continued transformation of our landmark museum.

Do please let me know when might be a good time for us to catch up.

All best wishes  
Fiona

Fiona McWilliams  
Director of Development and Communications  
Natural History Museum  
Cromwell Road  
London SW7 5BD

**Notes: Fundraising Meeting, 4<sup>th</sup> October, 2016**

Conversation between [REDACTED] and MH about him coming into see the whale conservation pop up ahead of it moving in December.

**Email Chain: Stewardship Activity, 4<sup>th</sup> August, 2016**

Dear Sir Michael

We are pleased to share the news with you that last week the Natural History Museum's Grounds Transformation Project was granted planning permission by the Royal Borough of Kensington & Chelsea's Planning Committee.

The Project is a major milestone in the ongoing transformation of the Museum as set out in our Strategy to 2020, helping us challenge how people think about the natural world, past, present and future.

The Grounds Project will greatly improve access to the Museum, reducing queues while turning the currently fragmented outdoor space into a series of open-air galleries that put the living world centre stage for any visit to the Museum. 20% more of our 5 million visitors will be able to engage with, be inspired by, and learn from nature in a unique and iconic urban setting.

As you know the first phase of the project will include the conservation of the Museum's principal entrance and works will take place during the closure of Hintze Hall. We are incredibly proud that at the same time we will be introducing step-free access to the Entrance allowing anybody - for the first time in the Museum's history - to enter the Museum via Hintze Hall and experience this wonderful space as their first encounter with the Museum.

There is still much work to be done before the Ground Transformation materialises and we look forward to keeping you updated on the project as it progresses.

With best wishes,  
Fiona

Fiona McWilliams  
Director of Development and Communications  
Natural History Museum  
Cromwell Road  
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[REDACTED]  
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**Email Chain: Stewardship Activity, 22<sup>nd</sup> July 2016**

**From:** [REDACTED]  
**Sent:** 22 July 2016 15:45  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Natural History Museum - update

Thanks so much for coming back to let us know [REDACTED]. All best, [REDACTED]

**From:** [REDACTED]  
**Sent:** 22 July 2016 15:28  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Natural History Museum - update

Good afternoon [REDACTED]

Thank you for your email. [REDACTED] is no longer with CQS and I am temporarily taking over from her.

Best of luck in your new role. [REDACTED] - please do not hesitate to reach out should you need anything from me.

Thanks and regards  
[REDACTED]

**From:** [REDACTED]  
**Sent:** 22 July 2016 15:22  
**To:** [REDACTED]  
**Cc:** [REDACTED]; [REDACTED]  
**Subject:** RE: Natural History Museum - update

Dear [REDACTED]

I hope my email finds you well.

I am writing today to let you know that I will be leaving the Museum on 3<sup>rd</sup> August to take up the role of [REDACTED]. It has been a challenging decision, particularly at this time of ambitious transformation and as Development at the Museum continues to go from strength to strength under the leadership of Fiona McWilliams, Director of Development and Communications, and [REDACTED], Head of Philanthropy.

If there is anything at all I can help with before I leave please do not hesitate to be in touch. Please also find my colleague [REDACTED] copied in to help with anything you need moving forward.

I am looking forward to taking up a new challenge at [REDACTED] but if I may take this opportunity to say it has been a pleasure to work with your office on Sir Michael's relationship with the Museum - I will be riveted to the media coverage as the Museum moves into the exciting final 12 months before the unveiling of the rejuvenated Hintze Hall!

With best wishes,  
[REDACTED]

**From:** [REDACTED]  
**Sent:** 25 May 2016 12:17  
**To:** [REDACTED]  
**Subject:** RE: Natural History Museum - Director's Lunch Invitation

Thank you [REDACTED].

Best regards,

[REDACTED]  
Executive Assistant to Sir Michael Hintze, AM  
CQS

**From:** [REDACTED]  
**Sent:** 25 May 2016 11:37  
**To:** [REDACTED]  
**Subject:** FW: Natural History Museum - Director's Lunch Invitation

Dear [REDACTED],

I hope my email finds you well. Please accept my apologies for the delayed reply to [REDACTED]'s email - I spoke with her on her last day and we talked briefly about the below.

I did want to follow up with you to confirm that we have made a note of your contact information and I much look forward to working with you regarding co-ordinating Sir Michael Hintze and Sir Michael Dixon's diaries. We much appreciate that Sir Michael Hintze has a busy travel schedule ahead and I have updated the Director who will follow up with Sir Michael directly in due course.

Meanwhile, I much look forward to being in touch over the coming months. If you have any queries at all or if there is anything I can help with in regard to the Natural History Museum, please do not hesitate to be in touch.

With very best wishes,

**From:** [REDACTED]  
**Sent:** 18 May 2016 15:12  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** FW: Natural History Museum - Director's Lunch Invitation

Dear [REDACTED],

Apologies for the delay in my reply - your email was sent directly to my spam folder for some reason.

I'm afraid that, due to Sir Michael's current travel schedule - extremely hectic, along with a few trips that are pencilled in - I am unable to advise on any lunch dates at present. Given this, may I ask that we revisit this luncheon invitation in the next few months please?

Please allow me to introduce you to [REDACTED], Sir Michael's new Executive Assistant.

[REDACTED] contact details are as follows:  
[REDACTED]

Thank you very much for your help over these past 20 months.

Many thanks,

[REDACTED]  
**Executive Assistant to Sir Michael Hintze, AM**  
**CQS**  
[REDACTED]

**From:** [REDACTED]  
**Sent:** 25 April 2016 12:32  
**To:** [REDACTED]  
**Subject:** Natural History Museum - Director's Lunch Invitation

Dear [REDACTED],

I hope my email finds you very well.

I am writing further to Sir Michael Dixon's letter and lunch invitation to Sir Michael Hintze, dated 24 March 2016. My sincere apologies for the delay following up due to some annual leave.

Please find a copy of the letter attached for ease of reference and I hope this is a good time to pick up co-ordinating some dates for their lunch. I wanted to ask if you would be able to suggest some suitable dates in Sir Michael's diary as a starting point and I will coordinate from our side perhaps? I appreciate that his diary will be very busy, so if lunch isn't possible and another time would be better please do make a recommendation.

Sir Michael Dixon would like to provide an update on the revitalisation of Hintze Hall, particularly as we are entering the exciting final 18 months of the transformation! He would also like to keep Sir Michael informed of our plans for the grand unveiling well in advance and also discuss his thoughts on how he might like to mark the special occasion.

If you would find it easier to discuss over the telephone to begin, please don't hesitate to let me know and a good time to call and I will be in touch.

With thanks and best wishes,  
[REDACTED]

[REDACTED]  
Senior Individual Giving Manager

Development Group  
Natural History Museum  
Cromwell Road  
London SW7 5BD



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